

Contents

Introduction	13
Literature Review	17
1 Employer Branding	17
1.1 Relations Between Employer Branding and HR Functions	24
1.1.1 Selection and assignment	26
1.1.2 Education and development	27
1.1.3 Performance management	28
1.1.4 Career management	29
1.2 Theoretical Principles of Employer Branding	30
1.2.1 Organizational ecology theory	30
1.2.2 Organizational attractiveness frame	32
1.2.3 Psychological contract theory	32
1.2.4 Person-Environment fit theory	36
1.2.5 Characteristics and Objectives of Employer Branding	39
1.3 The Process of Creating an Employer Branding	40
1.4 Importance of Employer Branding	41
1.5 The Needs for a Successful Employer Brand and its Results	44
1.6 Dimensions of Employer Branding	45
1.7 Importance of Employer Branding in Higher Education Institutions	47
2 Organizational Commitment	49
2.1 The Concept of Organizational Commitment	49
2.2 Effective Elements on Organizational Commitment	51
2.2.1 Communication	51
2.2.2 Job satisfaction	52
2.2.3 Organizational trust	52
2.2.4 Organizational discipline	52
2.2.5 Promotion	53

2.2.6	Organizational culture	53
2.2.7	Manager profile	54
2.2.8	Organizational management approach	54
2.3	Dimensions of Organizational Commitment	55
2.3.1	Affective commitment	55
2.3.2	Continuous commitment	55
2.3.3	Normative commitment	57
2.4	Responsibility of Organizations and Employees on Organizational Commitment	58
2.5	Levels of Organizational Commitment	59
2.5.1	Low level of organizational commitment	59
2.5.2	Mid-level of organizational commitment	59
2.5.3	High level of organizational commitment	60
2.6	Indicators of Organizational Commitment	60
2.7	Importance of Organizational Commitment	61
2.8	Organizational Commitment in Higher Education Institutions	62
3	Organizational Identification	64
3.1	Organizational Identity	65
3.2	Tools and Indicators of Organizational Identity	66
3.3	Organizational Identification	68
3.4	Social Identity Theory	70
3.5	Antecedents and Consequences of Organizational Identification	71
3.6	Main Differences Between Organizational Identification and Commitment	73
3.7	Organizational Identification in Higher Education Institutions	74
4	Communication Climate	77
4.1	The Concept of Communication Climate	77
4.2	Supportive and Defensive Communication Climates	78
4.2.1	Defensive communication climate	79
4.2.1.1	Evaluation	79
4.2.1.2	Control	80

4.2.1.3	Strategy	80
4.2.1.4	Neutrality	81
4.2.1.5	Superiority/Domination	81
4.2.1.6	Certainty	81
4.2.2	Supportive communication climate	81
4.2.2.1	Provisionalism	81
4.2.2.2	Empathy	82
4.2.2.3	Being egalitarian	82
4.2.2.4	Spontaneity	82
4.2.2.5	Problem Orientation	83
4.2.2.6	Description	83
4.3	Studies About Communication Climate	83
4.4	The Role of Leaders in Communication Climate	87
4.5	Communication Climate in Higher Education Institutions	89

Methodology	91
1 Aim of the Study and Research Questions	91
2 Model of the Study and Hypotheses	94
3 Hypothesis Development	95
3.1 Independent Variable-Employer Branding	95
3.2 Dependent Variables	99
3.2.1 Organizational commitment	99
3.2.2 Organizational identification	100
3.2.3 Communication climate and moderating effect of communication climate	101
3.3 Control Variables	103
4 Measurement Scales	103
4.1 Employer Branding	104
4.2 Organizational Commitment	104
4.3 Organizational Identification	105
4.4 Communication Climate	105
5 Preliminary Study	106

6	Data Collection Method And Procedure	106
7	Statistical Analysis Used	107
8	Participants	107
Results		115
1	Correlation Analysis	115
2	Explanatory Factor Analysis (EFA) and Reliability Test of the Scales	117
2.1	Employer Branding	117
2.2	Communication Climate	119
2.3	Organizational Identification	121
2.4	Organizational Commitment	123
3	Configural & Metric Invariance Tests	125
4	Confirmatory Factor Analysis	125
5	Test of Convergent And Divergent Validity	127
5.1	Convergent Validity	127
5.2	Divergent Validity	131
6	Common Method Bias	131
7	Hypotheses Testing	134
7.1	Testing of Direct Relationships	134
7.2	Testing of Moderating Relationships	137
8	Multigroup Analyses of Control Variables	142
Conclusion and Discussion		145
1	General Results and Theatrical Implications	145
2	Managerial Implications	151
3	Limitations and Future Research	153
4	Conclusion	154

Contents	11
----------	----

List of Figures	157
-----------------------	-----

List of Tables	159
----------------------	-----

Bibliography	161
--------------------	-----